Waterfront Development
Corporation Limited

WATERFRONT DEVELOPMENT CORPORATION LIMITED
ANNUAL ACCOUNTABILITY REPORT
FOR THE
FISCAL YEAR 2003-2004

NOVA SCOTIA

December 23, 2004

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1. Accountability Statement

The accountability report of Waterfront Development Corporation Limited for the year ended March 31, 2004, is prepared pursuant to the Provincial Finance Act and government policy and guidelines. These authorities require the reporting of outcomes against the Corporations' business plan information for the fiscal year 2003-2004. The reporting of outcomes necessarily includes estimates, judgments and opinions by management.

We acknowledge that this accountability report is the responsibility of management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the department business plan for the year.

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CEO/President

2. Message from the Minister

2003-2004 has been a busy year for Waterfront Development Corporation Limited (WDCL). From planning for the Tall Ships Challenge 2004 to the initiation of development projects, WDCL has built on past successes and delivered on its mission of creating a vibrant and diverse waterfront community.

Our harbours and waterfronts are important to Nova Scotians. The Province – through its departments and crown corporations – will continue to work with communities and other levels of government to ensure that our resources are protected and enhanced.

Honourable Ernest Fage

3. Message from the Chairman and President

On behalf of Waterfront Development Corporation Limited, we are pleased to present the Corporation's accountability report for fiscal 2003-2004. The purpose of the report is to document the Corporation's performance in relation to the goals and priorities presented in its 2003-2004 business plan.

This fiscal year the Corporation made significant progress in fulfilling its business plan. Significant achievements included:

- Selection of a preferred developer for the Salter Street Block on the Halifax Waterfront
- Refurbishment of the Cable Wharf
- Continued expansion of the Dartmouth Harbourwalk
- Planning for Tall Ships Challenge 2004 and Partnership with Grou Tyme and Natal Day
- Participation with HRM in the preparation of a Harbour Plan
- Issuing an Expressions of Interest for a public/private partnership in an expansion of the Maritime Museum of the Atlantic
- Purchase of 3 and 5 Canal Street enabling continued development of Dartmouth Harbourwalk.
- Undertaking conceptual planning for Bedford Phase II and completing designs for a public boat ramp, extensions of the trail and the South Jetty.

There were significant challenges in 2003, most notably Hurricane Juan. Damage to the Halifax Harbourwalk was extensive and it required many weeks of work and considerable uninsured expenses to return it to its original condition. The Corporation sought federal aid for the over $360,000.00 of damages but unfortunately was not successful, significantly affecting our budget.

Key to the Corporation's continuing success in the economic development of the province are partnerships we can forge with other provincial departments, federal and municipal governments and the private sector.

Fred Were
President and CEO

Eric Thomson
Chairman

4. Introduction

This Accountability Report provides information on the Corporation's performance in relation to the specific goals, priorities, outcome measures, and budget expenditure targets presented in its 2003-2004 business plan.

The report should be read in conjunction with the Corporation's 2003-2004 Business Plan. You can find it on the Corporation's website at www.wdcl.ca. You can also contact the Corporation offices at 422-6591 to request a printed copy of the business plan.

5. Corporate Priorities and Accomplishments

Priorities

Core Business Area 1: Acquisition, management, and development of waterfront property in Bedford, Dartmouth, and Halifax.

(a) Acquisition

i. Acquisition/disposition of assets essential for realization of waterfront plans.

A proposal call for 1.3 acres of land in Dartmouth (WDC-1) resulted in three submissions. None met the requirements of the Corporation. A review of when to issue a new call will be completed.

ii. The property at 3 and 5 Canal Street in Dartmouth Cove was purchased.

While not anticipated the purchase of this property was extremely timely and strategic in moving forward with the Dartmouth Cove section of the Dartmouth Harbourwalk. The property has an existing income through established tenants and additional space, which the Corporation will lease to maintain cash flow.

iii. Creation of new land for public space and development through infilling of waterlots

New land for public use/development in Bedford Phase II continued in this fiscal year through the disposal of pyrtitic slate, with approximately 1.5 acres of new land being created.

For the Salter Block development an application was submitted to Federal authorities for increasing the landmass of this site by approximately .5 acres. The application was completed including the necessary environmental and habitat assessment. The proposal received navigational waters approval and an agreement on habitat compensation in the amount of $21,000 was reached with Department of Fisheries and Oceans. Final approval of the application is pending but expected to issues. [1]

(b) Management

i. Property leasing and parking operations to provide funds for investment in further development.

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[1] This project was not specifically mentioned in the 2003-04 Business Plan but had been part of the program for some time.

Parking revenues for the fiscal year did not meet forecasts. Actual were however comparable to the previous year. Competition from other sources as well as Fall and Winter storms were factors in this, no leases for properties were entered into.

Property leasing revenue ($1,018,527) was slightly below budget, and parking revenue ($2,014,394) was slightly above budget. Combined, total property revenue was comparable to the previous year (-1.3%).

ii. Promote/advertise berthing for visiting vessels in Bedford, Dartmouth, and Halifax.

Berthing from visiting vessels was $29,000 for the 2003 season, an increase of 9%.

Maintain properties and public spaces (including limited winter maintenance) to a high standard and use best practices, in coordination with other stakeholders e.g. HRM .

Extreme weather events (hurricane and blizzard) caused significant strain on financial and human resources during the year. The public boardwalk system on the Halifax side was totally impassable following hurricane Juan, but was back in operation in a very short time, thanks to the efforts of dedicated contractors and staff.

iii. Undertake repairs to existing deteriorating infrastructure along the Halifax Harbourwalk.

A major retrofit of the Cable Wharf structure was undertaken in the Fall and Winter, which has extended the life of this almost 100 year old facility at a cost of $113,000.

iv. Improve quality of seasonal vending establishments through design, construction and leasing structures to tenants.

Two new kiosks were constructed for the Halifax Waterfront and leased to vendors in a program to more effectively control the overall quality of vending structures; as well, design was completed for replacement of the remaining vending kiosks for the next season.

(c) Development

i. Salter Street Block Call for Proposals.

As a result of the release of an Expression of Interest and subsequent Call for Proposals for land at the foot of and to the south of Salter Street in Halifax a proponent was selected to negotiate terms of lease and subsequently proceed to

HRM for approval. Centennial Hotels was selected and negotiations of business terms are continuing.

ii. Dartmouth Cove.

Negotiation of a partnership with the Nova Scotia College of Art and Design for the location of a second college campus on the Dartmouth Waterfront. A memorandum was entered into with NSCAD.

iii. Negotiate a partnership with the private sector land and water lot owner adjacent to Phase II in Bedford to achieve access and a joint development opportunity.

Discussions were on-going with United Gulf, the owner of key lands and waterlots adjacent to Phase II. No agreements were finalized.

iv. Resolve legal actions related to Phase I Bedford.

The Corporation and United Gulf agreed to arbitration on a legal matter originating with the previous Bedford Waterfront Development Corporation. The arbitration concluded but a decision has not been rendered.

v. Resolve land use change with developer of Site 3.2 in Phase I.

Emerging from a Purchase and Sale Agreement negotiated by Bedford Waterfront Development Corporation, WDCL had approval authority over a change in use proposed by Provident Developments. The Corporation, in order to protect the public interest attached conditions to its' approval and attempted to negotiate with the developer, however, as a result Provident initiated a legal action against the Corporation.

vi. Improvement of public facilities in all waterfront areas, in particular trails, washrooms and public spaces.

Continual development of Dartmouth Harbourwalk added additional public space opportunities in this community.

vii. Successful development of property (WDC-1) in downtown Dartmouth for residential development.

A Request for Proposals for development of WDC-1 in downtown Dartmouth was issued. None of the proposals met the Corporation's objectives, therefore, this project was put in abeyance pending further analysis.

viii. Completion of Phase I of the Dartmouth Harbourwalk system between Woodside and Old Ferry Lane.

The completion of this trail over the hospital lands had been held off pending an assessment of "best use" of the property.

ix. Determine timing of expansion of the NovaScotian Crystal Building.

Discussions continue with the main tenant on expansion plans. The business continues to grow and should targets be met business planning for an expansion will take place.

x. Completion of the South Jetty in Bedford, construction of a public boat launch and extension of the waterfront boardwalk to the South Jetty.

Design work was completed in anticipation of an early spring tender. Introduction by HRM of a proposed fast ferry let to reassessment of design and objectives.

xi. A partnership with the local Rotary Club to build a commemorative kiosk at South Battery Park.

An agreement was reached with the Rotary Club to partner on the development of a public facility at South Battery Park Design to follow in 2004/05.

Core Business Area 2: Marketing and promotion of the waterfronts as centres of year-round activity and interest for residents and visitors.

i. A communications plan to expand public relations coverage with media interviews, paid advertising, direct mailings and participating in business networking sessions and events.

A communications / marketing plan was developed for the 2003 calendar year. A number of marketing goals and objectives were outlined and four elements were approved for action. These were to design and implement a new web site for the corporation, upgrading the quality and content for the annual report, a pedestrian survey of visitors to the Halifax waterfront on visitor experience and visitation and and continuing with an quarterly newsletter on activities of the corporation. Increasing the public's awareness of the corporation was also included as a goal and to be achieved by developing brand awareness and attracting media attention to ongoing activities of the corporation. The balance of the plan was put on hold due to unanticipated additional staff resources being assigned to planning the Tall Ships Challenge 2004 event.

ii. Installation of interpretation panels for the Halifax Waterfront to improve overall visitor experience.

Three interpretation panels were designed and installed along the Halifax waterfront, including Tall Ships, Pier 21 and History of the Port of Halifax. All were sponsored by outside agencies / private business. There are opportunities for an additional seven panels to be designed and installed. The concept is being considered for the waterfronts of Bedford and Dartmouth.

iii. Cooperate with Downtown Development Commissions in promoting business development.

Staff are members of the board of directors of both the Dartmouth and Halifax business commissions. Staff took a leave from the Marketing Committee of the Halifax Downtown Business Commission due to their involvement in the Tall Ships 2004 event.

iv. Source and encourage new events and festivals to use the waterfront(s) as event sites. Specifically examine the feasibility of a new major festival.

A number of new festivals and events were introduced to the waterfront, the balance being family oriented activities. Some were one-time only events and others returned and will be evaluated as annual events. A feasibility study was done on the viability of a large maritime festival. While the study indicated that such an event would be viable and supported by the community, it was put on hold due to Tall Ships 2004. Staff are evaluating for a possible 2005 event.

v. Provide leadership, in cooperation with the Maritime Museum of the Atlantic, in advancing a Visiting Ships program, to include periodic tall ships visits and a potential tall ships festival every 4-5 years.

Coordinated with the Maritime Museum of the Atlantic and other agencies on the planning for Tall Ships Challenge 2004, a major tall ship festival scheduled for July 29 to August 2, 2004.

vi. In partnership with the Nova Scotia Gaming Corporation undertake an intercept survey and pedestrian count on the Halifax Waterfront.

Completed an intercept survey and pedestrian count in August 2003.

vii. Examination of the need for additional staff resources to implement this program.

A staff member was assigned to assist the Manager of Marketing and Promotions to implement sections of the marketing plan and planning for the Tall Ships 2004 festival. One additional staff member was hired on a one year contract to handle reception and administration duties.

Core Business Area 3: Coordination and planning of waterfront activities and development.

i. Champion and coordinate with HRM, on waterfront park and trail development along the Dartmouth waterfront, from the MacDonald Bridge to Woodside Ferry Terminal, and seek public and private sector funding support.

The Corporation worked in partnership with HRM and Dartmouth Waterfront Trails Association to continue planning and development of the Dartmouth Harbourwalk. HRM agreed to continue design work on the section from Cusack Street to Old Ferry Road. WDCL continued planning and design work on the section from Ferry Park to Maitland Street. All groups coordinated with Dexter Construction to secure the section between Maitland Street and Old Ferry Road as part of the Harbour Solutions project.

ii. Continue to establish partnership/policy agreements with Halifax Regional Municipality in areas of planning and maintenance.

WDCL has membership on HRM's Capital District Task Force, which sets planning and maintenance priorities for the Capital District.

iii. Partner in the planning and development of the Nova Scotia Hospital lands in Dartmouth.

WDCL coordinated a provincial policy on the long-term land use of the Hospital lands. The result of this led to approval of the Nova Scotia Community College and Dartmouth Harbourwalk being extended to the Woodside Ferry Terminal.

iv. Resolve title issues associated with certain water lots claimed by the Halifax Port Authority.

A proposal for resolving title issues on certain properties claimed by WDCL was presented to Halifax Port Authority.

v. Provide a leadership role in initiating a Harbour Visioning Process.

WDCL via the Deputy Ministers' Committee on Land Use and Port Development championed the inclusion of a Harbour Plan as part of the HRM Regional Planning Process. Through a federal, provincial and municipal initiative, consultants were hired to undertake the necessary research.

vi. In partnership with others, e.g. Nova Scotia Department of Tourism and Culture and the Canadian Naval Heritage Foundation, examine the feasibility of expansion of the Maritime Museum of the Atlantic.

Agreement was reached to cost share on the necessary feasibility work which will be done jointly with the private sector.

vii. Jointly with the private sector determine the feasibility of a public/private partnership in expansion of the Maritime Museum of the Atlantic and development of adjacent Queen's Landing.

WDCL, Naval Trust, and the Canadian Naval Heritage Trust in cooperation with Tourism and Culture and the office of Economic Development issued a Request for Proposals to select a partner to examine the feasibility of public / private partnership in conjunction with an expansion of the Maritime Museum of the Atlantic.

viii. Provide support to annual waterfront festivals and events such as: Canada Day Celebrations, International Buskers Festival, Halifax-Dartmouth Natal Day Celebrations, Atlantic Film Festival, Bedford Days Festival.

The Corporation entered into a Memorandum of Understanding with Natal Day and Grou Tyme for Tall Ships Challenge 2004.

The International Buskers Festival and Atlantic Film Festival continued to utilize the Corporation's land on the Halifax Waterfront. Staff provided sponsorship and resources for the Bedford Days Festival.

ix. Provide a leadership role in coordinating provincial interest in lands on Halifax Harbour.

Meetings of the Deputy Ministers' Committee on Land Use and Port Development were held to ensure coordination of provincial interest.

x. In cooperation and partnership with HRM and provincial agencies and the private sector, develop a plan for a trail from the MacDonald Bridge to Woodside Ferry Terminal.

Focus was placed on the Hospital lands where construction had been the previous year. Agreement was reached with all effected agencies for continuing the Harbourwalk to the Woodside Ferry Terminal.

xi. Assess alternatives and develop a plan for Bedford Phase II, including meeting a commitment for a public boat launch.

Stage One: Conceptual Planning and Cost Analysis and Mill Cove Preliminary Planning reports were completed for Phase II with the assistance of a newly formed Focus Group form the Bedford Community.

Design plans for completion of the South Jetty, Public Boat Launch and Harbourwalk extension were completed. Tender issuance was delayed in order to coordinate with HRM on the concept of a new fast ferry system.

xii. Review policy and guidelines for signage on the Halifax waterfront.

A wayfinding signage program was implemented in 2000 and was updated in 2003. The signage study also included the installation of interpretative panels along the Halifax waterfront. These panels were designed and installed in early 2004.

6. Financial Results

The Corporation generated positive cash flow from operations of $1.4 million, including a $240,000 recovery of a legal settlement expense from 2001. The Corporation used this cash flow to improve working capital and pay down long-term debt as well as fund Infrastructure Fund expenditures. Debt of $300,000 was paid down in 2003-2004 while another $400,000 was allocated to a fund for public infrastructure replacements.

Net earnings were $1,045,354 on revenue of $3.2 million, compared to $751,680 on revenue of $3.1 million for the previous year. This year saw loan interest expense decrease by $46,000 over the prior year, a benefit of the $3.5 million debt reduction in the previous fiscal year. Operating costs increased by $238,000 over the prior year, due largely to repairs relating to Hurricane Juan. It is anticipated the 2004/2005 fiscal year will continue to show strong cash flow that will be used to further initiatives on the Dartmouth, Bedford, and Halifax waterfronts.

See chart for actual expenditures against forecast for the fiscal year.

	02/03 Actual	03/04 Forecast	03/04 Budget	04/05 Budget	03/04 Actual	Notes
REVENUE						
Rent	1,108,950	1,173,517	1,162,708	1,101,846	1,018,527	
Parking	1,870,307	1,872,218	1,910,765	1,885,345	2,014,594	
Recoveries	27,123	9,069	9,200	9,200	9,756	
Interest Revenue	5,379	5,300	4,500	4,500	924	
Other	20,721	1,700	2,000	2,000	30,543	
NS Gov't. Contribution	112,400	109,732	112,400	133,400	130,732	
	3,144,880	3,171,536	3,201,663	3,136,291	3,204,879	
PROPERTY EXPENSES						
Operating	632,296	591,317	600,000	600,000	890,083	1
Taxes	18,217	29,976	32,750	32,000	16,203	
Amort. & Depric.	385,329	371,424	371,000	371,000	392,432	
Non-owned infrastructure	213,183	2,750			82,784	2
	1,249,025	993,481	1,003,750	1,003,000	1,381,502	
INCOME BEFORE OTHER ITEMS	1,875,855	2,208,055	2,197,913	2,133,291	1,823,377	
CORPORATE EXPENSES						
Directors	36,768	49,475	32,000	50,000	55,878	
Office Op.	62,872	64,236	65,000	67,000	80,658	
Audit	13,000	14,500	14,000	14,500	14,500	
Legal	33,221	183,617	20,000	80,000	(204,170)	3
Promotions & Public Rel.	41,688	43,317	6,000	6,000	43,796	4
Salaries & Ben.	439,938	465,425	426,500	566,912	479,046	5
Staff Expenses	31,052	32,000	34,000	34,000	32,776	
Tall Ships Recoveries (sal. & exp.)				78,347		
Doubtful accounts	91,800				126,845)	
	750,409	852,568	597,500	896,759	475,693	
PROGRAM EXPENSES						
Consulting	63,642	130,000	375,000	390,000	68,434	6
Festivals & Promotions	30,107	40,665	60,000	75,000		7
	93,749	170,665	435,000	465,000	68,434	
Loan Interest	280,017	272,680	310,500	208,000	233,897	8
NET EARNINGS	751,680	912,822	854,913	563,532	1,045,353	9
plus amort. & deprec.	385,329	371,424	371,000	371,000	392,432	
less infrastructure fund contrib.	400,000	400,000	400,000	400,000	400,000	
Funds available for development	737,009	884,246	825,913	534,532	1,037,785	
DEVELOPMENT PROJECT EXP.	765,137	800,000	1,169,500	1,580,500	868,202	
Borrowing for Dev't. Projects		(84,246)	343,587	1,045,968		
Other funds						
Working capital	536,539	(200,000)				
Sale of Assets	52,500	(52,500)	1,350,000	0		10
Grants & Recoveries		25,000	105,000	25,000		
Recovery (Expense) - Juan		(200,000)		200,000		
Tall Ships Recovery (Expense)		(110,000)		177,000		
Bedford fill	2,455,163	500,000	613,350		351,074	11
Total other funds	3,044,202	(37,500)	2,068,350	402,000	351,074	
Ending cash	(360,980)	(14,234)	46,198	41,797	(164,366)	
Increase (decrease) in debt	(3,500,000)	300,000	(1,600,000)	700,000	(300,000)	12
Loan & Infra. Fund Balance, Y/E	**7,899,325**	**8,665,083**	**8,795,365**	**9,849,472**	7,888,819	
Prime rate		4.5%	5.5%	5.0%	4.0%	

Notes

1 Hurricane Juan increased maintenance and repair cost
2 Non-owned infrastructure re-classified from capital expenditure
3 Un-budgeted recovery of legal expense
4 Re-classified from festivals and promotions
5 Additional staff for Tall Ships 2004, back-filling employee on leave
6 Planned major projects deferred
7 Re-classified
8 Lower rate and balance than budgeted
9 Increased operating expense more than offset by legal recovery, interest saving, and deferred projects
10 Expected property sale did not close
11 Construction generating pyritic slate less than expected
12 Property sale not completed

7. Measuring Performance

Core Business Area 1: Acquisition, management, and development of waterfront property in Bedford, Dartmouth, and Halifax.

Acquisition

1 (a) (i) Lease Salter Block
The Outcome
Development of land for public space and private mixed use development.

The measure
Lease terms including rent.[2]

What does this measure tell us?
Value of land as a function of "best use".

Where are we now?
Selected the preferred proponent and design.

Where do we want to be?
Finalization of financial terms and an approved development concept by HRM and WDCL.

1 (a) (ii) New Land for Public Use/Development in Bedford Phase II
The Outcome
Development of additional lands for public use and mixed use development.

The measure
Number of acres of land created through infilling each year.

What does this measure tell us?
How quickly the project is being completed.

Where are we now?
At the end of the 2003/2004 fiscal year approximately 11 acres of a total possible 37 have been created.

Where do we want to be?
The corporation hopes to receive sufficient slate to complete the infill project within the next 6-10 years.

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[2] The measure has been changed from that included in the Business Plan to more adequately reflect the project.

Management

1 (b) (i) Continued Growth Rates in Revenue

The Outcome

Continued growth rates in revenue.

The measure

% revenue increase.

What does this measure tell us?

Gross revenue is an indication of the degree to which the Corporation's assets are being used. It is not the sole measure of the Corporation's success, as the Corporation is mandated to provide for excellent public access and enjoyment of all the waterfronts. This mandate can result in less than full exploitation of property for commercial purposes, "best use" as opposed to "highest and best use".

Where are we now?

Revenue from operations increased by 2% over the previous fiscal year, short of budget by 1%.

Where do we want to be?

Prior to full development of the Corporation's assets, continued revenue growth is expected, subject to economic conditions. The Corporation's goal is to generate sufficient revenue to continue its operations on a self-sufficient and sustainable basis.

1 (b) (ii) Increased Usage of Berthing Facilities

The Outcome

Increased usage of berthing facilities.

The measure

% revenue increase.

What does this measure tell us?

Revenue from short-term berthing indicates the level of usage by visiting yachts, primarily from foreign ports. Visiting yachts contribute to the local economy, including the Corporation's tenants.

Where are we now?

At $29,000, revenue showed an increase of 9% over the base year, indicating that the facilities are increasingly attractive to the yachting public.

Where do we want to be?

As word of the quality of the facilities spreads, and improvements are made in provision of services, revenue is expected to continue its increase at a similar pace.

1 (b) (iii) High Quality Visitor Experience

The Outcome

Enhance visitors enjoyment of the waterfront.

The measure

Visitor survey.[3]

What does this measure tell us?

Visitor satisfaction extremely high with 98% surveyed being completely satisfied. Also 98% would recommend the waterfront to others.

Where are we now?

The survey indicated access to be improved ie. Cleanliness, panhandlers, additional seating, more entertainment.

Where do we want to be?

To exceed visitor expectations and provide a clean fun environment.

1 (b) (iv) Maintain Value of Assets

The Outcome

Maintain value of assets.

The measure

Change in maintenance cost.

What does this measure tell us?

Change in maintenance and repair costs reflect the level of effort expended in providing first class facilities to both visitors, commercial tenants, and parking customers.

Where are we now?

Extraordinary weather events resulted in a large increase ($238,000) in expense over the previous year, and over budget. This expenditure resulted in the rapid restoration of public access and amenities.

Where do we want to be?

Current levels of maintenance will be maintained, with added emphasis on safety and appearance of public areas. New capital expenditures are planned for additional public facilities, which will entail increased maintenance costs.

1 (b) (v) New Kiosk[4]

The Outcome

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[3] Because numbers are not available to determine if increased visitation has occurred we have used visitor satisfaction as an alternate measure.

[4] This outcome was an addition to our Business Plan as part of overall management of our assets.

A quality environment on the Halifax waterfront and larger and better quality space for commercial operations.

The measure
Number of new kiosks constructed.

What does this measure tell us?
Degree to which we have improved the environment.

Where are we now?
Two new facilities were created.

Where do we want to be?
Four additional new kiosks.

Development

1 (c) (i) Public/Private Development on Salter Street Block
The Outcome
A new development on the Halifax waterfront.

The measure
Where the project is in terms of necessary approvals by WDCL and HRM.

What does this measure tell us?
The relative success of the proposal from the point of view of WDCL, HRM, and the public.

Where are we now?
Selected a preferred proponent and in negotiations prior to an application for development to HRM.

Where do we want to be?
Agreed to financial terms and design approval with WDCL.

1 (c) (ii) Development of Land in Dartmouth Cove
The Outcome
Quality development in Dartmouth Cove.

The measure[5]
Agreements with NSCAD and private sector on ways and means to achieve a second campus.

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[5] The measure has been changed more accurately to reflect the nature of our agreement with NSCAD.

What does this measure tell us?
Sufficient business and public interest in achieving a second campus.

Where are we now?
Negotiating the terms of agreement between NSCAD and a private sector proponent and seeking / coordinating provincial approval.

Where do we want to be?
Successfully negotiated agreements and a common provincial interest.

1 (c) (iii) Joint Development Agreement
The Outcome
Obtain a Joint Development Agreement with United Gulf and HRM for Bedford Phase II lands.

The measure
Progress towards achieving a Joint Development Agreement?

What does this measure tell us?
Status of the negotiations with United Gulf and planning process with HRM.

Where are we now?
An application for a Plan amendment has been filed with HRM. Currently staff are negotiating with United Gulf to obtain support for the request. An agreement for Joint Development has not as yet been achieved with United Gulf. During this period other avenues for achieving cooperation and development were explored with United Gulf and HRM without success. This delayed the achievement of a joint development agreement.

Where do we want to be?
The Corporation would like to obtain a Joint Development Agreement for the Phase II land within 12 months and a Municipal Plan Amendment within 24 months.

1 (c) (iv) Resolve Legal Actions in Phase I Bedford
The Outcome
Results of the arbitration process.

The measure
The cost associated with the Arbitrator's decision relative to WDCL's position.

What does this measure tell us?
If the process and decisions of the previous Bedford Waterfront Development Corporation were appropriate.

Where are we now?
Waiting for the Arbitrator's decision.

Where do we want to be?
A decision which is in favour of WDCL.

1 (c) (v) Resolve Land Use Change on Site 3.2[6]
The Outcome
An appropriate development of Site 3.2 which does not infringe on public use and enjoyment.

The measure
An agreement with Provident Developments to permit residential / commercial development.

What does this measure tell us?
Achievement of a negotiated agreement and public interest retained.

Where are we now?
In the process of negotiating the agreement.

Where do we want to be?
A successfully negotiated agreement.

1 (c) (vi) Improvement to Public Facilities
The Outcome
Improved experience of residents and visitors of the waterfront areas.

The measure
Numbers of visitors and feedback from focus groups and surveys.[7]

What does this measure tell us?
Degree of satisfaction with waterfronts and goals and objectives of the corporation.

Where are we now?
Implementing elements of our business plan to achieve improvements in public facilities.

Where do we want to be?
Increased visitors satisfaction.

1 (c) (vii) Public Access to Waterfront in Dartmouth
The Outcome
Completion of Dartmouth Harbourwalk from Woodside Ferry Terminal to MacDonald Bridge.

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[6] This issue arose in 2003/04 as a result of a previous Purchase and Sale Agreement.
[7] Because numbers are not available to determine if increased visitation has occurred we have used visitor satisfaction as an alternate measure.

The measure
Sections of Harbourwalk completed.

What does this measure tell us?
Availability of capital dollars from WDCL and others to complete work.

Where are we now?
Completing Hospital Lands section of Harbourwalk.

Where do we want to be?
In 2-3 years completion from Ferry Terminal Park to Woodside Ferry. In 5-10 years to MacDonald Bridge.

1 (c) (viii) Addition to NovaScotian Crystal
The Outcome
Additional manufacturing and retail space for NovaScotian Crystal and a landmark building with high quality leasable space.

The measure
A business case to allow the redevelopment to occur.

What does this measure tell us?
Sufficient demand for additional retail, office and manufacturing space.

Where are we now?
Evaluating NovaScotian Crystal's business plan on an ongoing basis to determine viability of expansion.

Where do we want to be?
A commercially viable redevelopment with NovaScotian Crystal as a primary tenant.

1 (c) (ix) New Facilities in Bedford
The Outcome
Increased opportunities for public access to the Bedford waterfront.

The measure
New facilities.

What does this measure tell us?
Capital dollars available to continue with improvement program.

Where are we now?
Design and tendering of completion of South Jetty, Public Boat Ramp, and Harbourwalk extension.

Where do we want to be?

Facilities under construction.

1 (c) (x) Public Facility on Halifax Waterfront
The Outcome
A weather protected viewing area of Halifax.

The measure
Design and partnership with Rotary to share cost.

What does this measure tell us?
Partnership support for providing facilities.

Where are we now?
Design stage.

Where do we want to be?
Approved design and construction schedule.

Core Business Area 2: Marketing and promotion of the waterfronts as centres of year-round activity and interest for residents and visitors.

2 (i) Profile of Corporation
The Outcome
Introduced new activities to promote the waterfront to residents and visitors.

The measure
About 20 percent of the original marketing plan was implemented. New events and activities were introduced and the visitor intercept survey indicates a greater awareness of the waterfront areas, higher satisfaction in the visitor experience and an increase in visitation, by both locals and tourists.

What does this measure tell us?
This measure tells us that a comprehensive marketing and communications plan that is fully executed will promote the waterfronts as centres of year-round activity and interest for residents and visitors. There were visible results with only a partial plan executed and staff's recommendation to include a communications plan with each project, has increased coverage by the media, resulting in increased visibility to the public.

Where are we now?
Following the first year of implementing a marketing plan, indicators show an increase in awareness by the community, projects are getting more media attention and the public is beginning to understand the role of the corporation and its importance to continuing to promote the waterfronts as a major destination for visitors.

Where do we want to be?
We want the corporation's name to be synonymous with positive change and

development on the waterfronts of Halifax Harbour. We want all projects to have a communications plan; a 50 percent increase in brand awareness in the next two years; and to introduce a new festival that has the potential to become a major anchor event for the region.

2 (ii) Improve Visitor Experience
The Outcome
Improve visitor experience.

The measure
Active promotion of the waterfront as a destination and increased visitation.

What does this measure tell us?
Through an increase in community events and festivals and increased visitation, more opportunity for visitors to enjoy the waterfront and increased economic benefit to province and region.

Where are we now?
Most activity occured in the main tourism season although September is becoming increasingly popular for tourists.

Where do we want to be?
Provide more activity year round.

2 (iii) Business Growth
The Outcome
Increased economic development opportunities.

The measure
Expansion of market to allow new business growth.

What does this measure tell us?
Rejuvenation of the waterfront areas is important to growth and health of region.

Where are we now?
Providing opportunities via land holdings and partnerships with private and public sector groups.

Where do we want to be?
A sustainable corporation through increased revenues and continued private sector investment.

2 (iv) New Events
The Outcome
Introduce new events.

The measure
The number of events and their success in respect to incremental economic impacts.

What does this measure tell us?
Positive response for visiting public. Good economic vehicles for local waterfront businesses and downtown business areas generally.

Where are we now?
Planning for Tall Ships Challenge 2004 and conceptual development of Fall festival.

Where do we want to be?
Increase annual events one per year and arrange off season events in particular a Harbourwide Fall Festival.

2 (v) Visiting Ships
The Outcome
Visitation by navy / non profit group ships.

The measure
Number of visiting ships.

What does this measure tell us?
Halifax waterfront popular berthing location.

Where are we now?
4-6 visitations per year.

Where do we want to be?
Increase 1-2 ships per year and a Tall Ships program for future years.

2 (vi) Use of Georges and MacNab's Islands
The Outcome
The most popular and visited National Historic site in Canada.

The measure
Successful funding of infrastructure for necessary public facilities on the island.

What does this measure tell us?
Three government level support and federal championship.

Where are we now?
Seeking federal championship and funds to proceed.

Where do we want to be?
Completed facility, or at the least, a phased project for completion and opening in 2-3 years.

Core Business Area 3: Coordination and planning of waterfront activities and development.

3 (i) Public and Private Sector Support for Trail in Dartmouth

The Outcome

Partnership in the development / funding of Dartmouth Harbourwalk.

The measure

Securing 50% of capital cost from other public agencies and private sector.

What does this measure tell us?

Public and private sector commitment and interest in the Harbourwalk system.

Where are we now?

HRM has committed to section from Cusack Street to Old Ferry Road. Private sector commitment of $75,000 for Old Kiln Park.

Where do we want to be?

Fifty percent contribution to overall Harbourwalk system.

3 (ii) Partnering with HRM

The Outcome

Cooperative partnerships with HRM in achieving goals and objectives.

The measure

Commitment of HRM in policy, capital contribution and operation cost for public facilities and amenities.

What does this measure tell us?

Mutual agreement on goals and objectives.

Where are we now?

Negotiating with HRM on capital contribution to Halifax waterfront and Dartmouth Harbourwalk. Joint planning of Halifax waterfront. Planning for Phase II in Bedford including discussions on fast ferry.

Where do we want to be?

Agreement on 5-10 year plan for capital improvements.

3 (iii) Coordination of Provincial Interest

The Outcome

A coordinated provincial policy on all provincial Harbourfront lands.

The measure
Approved statements of provincial interest.

What does this measure tell us?
Coordinated provincial policy and economic development associated with the Harbour and Port.

Where are we now?
Instituted a Deputy Ministers' Committee on Land Use and Port Development.

Where do we want to be?
An overall vision for the harbour.

3 (iv) Clear Title on Certain Waterlots
The Outcome
Clear title to lands and waterlots claimed by the Halifax Port Authority.

The measure
A negotiated settlement or legal resolution of the title issues at an acceptable cost to WDCL.

What does this measure tell us?
Our rights associated with claimed lands.

Where are we now?
Negotiating with the Halifax Port Authority

Where do we want to be?
A mutually agreeable resolution to the claims.

3 (v) Harbour Vision / Plan
The Outcome
A Harbour Vision with support of three levels of government and public.

The measure
An approved vision setting provincial and municipal policy and priorities for the harbour.

What does this measure tell us?
That there are mutually agreed public objectives and priorities for the habour and adjacent lands.

Where are we now?
Consultants study has been completed.

Where do we want to be?
A draft Harbour Plan before the end of fiscal 2005.

3 (vi) Determination of Feasibility to Expand Museum of the Atlantic

The Outcome

An understanding of the feasibility and business plan for a public / private partnership.

The measure

A completed feasibility study and business case.

What does this measure tell us?

Whether the project is possible and the role and contributions of the public and private sector.

Where are we now?

Selected a private sector partner and negotiating a contract to proceed with the feasibility study.

Where do we want to be?

A completed feasibility study and business case prior to March 2005.

3 (vii) Cooperative Partnerships for Events

The Outcome

Partnerships with private / public sector to ensure coordination and cooperation.

The measure

Successful events through involvement in planning phases.

What does this measure tell us?

Waterfront is an ideal location for events and organizers want to tap into the corporation's expertise.

Where are we now?

Staff are involved with a number of event organizations and have developed strong relationships.

Where do we want to be?

Continue to aid and assist.

3 (viii) Leadership Role in Coordinated Approach to Provincial Waterfront Land

The Outcome

A common and coordinated decision making and policy setting approach to all provincial waterfront land.

The measure

A unified and informed strategy for provincial land where decisions are made understanding the full range of possibilities, impacts and issues.

What does this measure tell us?
A coordinated approach to the use of provincial land.

Where are we now?
Established a Deputy Ministers' Committee on Land Use and Port Development.

Where do we want to be?
Maintenance of the Deputy Ministers' Committee.

3 (ix) Plan for Bedford Phase II
The Outcome
A land use and strategic plan for Phase II

The measure
An approved land use plan in the form of Municipal Policy and a Corporation approved strategy for development.

What does this measure tell us?
Public and municipal support for the project.

Where are we now?
A request to HRM for a plan amendment and completion of some background work.

Where do we want to be?
An approved plan and strategy.

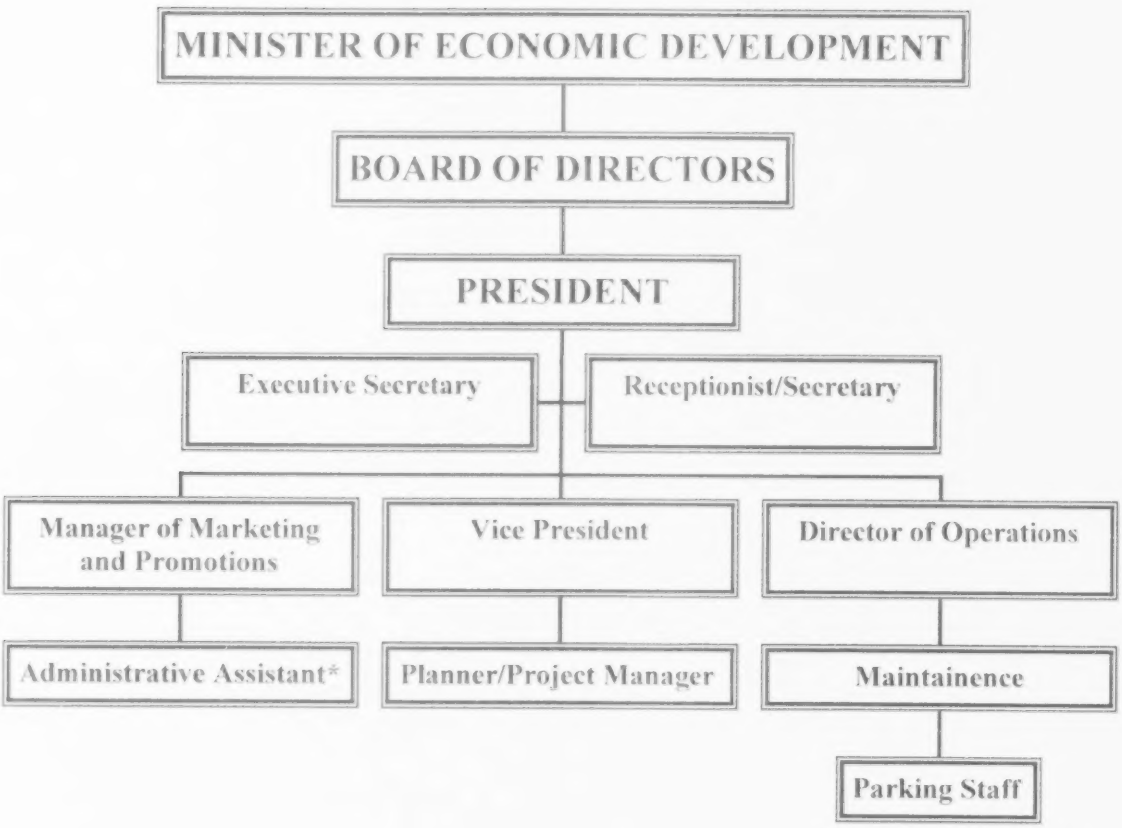
3(x) Review policy and guidelines for signage and vending structure on Halifax waterfront.
The Outcome
A high quality of visitor experience.

The measure
Increased public satisfaction with their visits to the waterfront interpreted through visitation rates and comments received through market research.

Where are we now?
New vending kiosk designs and Phase I of replacement. New guidelines for signage have not been developed, however, HRM has completed a major study on signage and wayfinding.

Where do we want to be?
One hundred percent satisfaction of public.

Appendix A Corporation Organization Chart



* Administrative support for Tall Ships Challenge 2004